



# Haven annual report

Year 2016

# Table of Content

3	The year 2016
4	About us
5	Vision 2020
6	The community
10	About clients
14	Governance guide
16	Staff and Vol. care
20	Chairman's report
22	Ceo's report
24	Treasurer's report
26	Help the homeless
27	Success stories
28	Thank you



# The year 2016

**The year 2016 was life changing** for the Haven organisation and will have a good influence within the adult homeless sector in the Western Cape. Responding to our Chairman's directive that we set and report on progress against these objectives; the Haven embarked on a consultative process and developed our Vision 2020 covering the five areas of Social Work & client care, Staff & volunteer care, Community involvement, Governance and last but not least, financial sustainability.

Our client registration system (CRS) is embedded in the Haven and we are sharing the data and system with our partners to ensure an increased number of verifiably reintegrated clients from the shelters.

Community support is vital for success and sustainability of the Haven and the fulfillment of our mission. It is with great humility that we acknowledge the generosity of our community as shown by the response to the Smile 90.4 FM "Breakfast for Beds" campaign led by Bobby and Lindy and very well supported by their colleagues at Smile 90.4 FM.

Goods in kind contributions from the general public and the supermarkets saves on costs and ensures that we are able to feed and clothe all of our clients at a much reduced cost, thank you for your generosity and prayers. The trusts and corporates contributed both in cash and kind and our thanks go out to you. The Foschini Group donated 11 500 blankets of which 8 500 were passed on to other NGOs's including crèches and NGO's. The Haven is a good pipeline to the poor, thank you for enabling us to help so many more people. The Heart of the Haven donors are really amazing and we thank you for your contributions via debit order subscriptions. You enable us to provide financial aid the distressed shelters.

We trust that you will enjoy reading this annual report. Please drop us a note, email [info@haven.org.za](mailto:info@haven.org.za) or call us on 021 425 4700, we appreciate your questions, suggestions and feedback.

Gratefully yours,



Hassan Khan



**"As we let our own light shine, we unconsciously give other people permission to do the same"**

**- Nelson Mandela**

**I am proud of** the Haven staff and volunteers for extending hospitality services to more than 3 000 homeless persons and assisting 566 to reintegrate with families and communities.

**We are humbled** and grateful for the generous support from the community. We are our brothers, keeper!

**Best thing happening** this year must be our Vision 2020 and the Haven distributing 8 500 blankets which were in excess of Haven requirements to the poor within a 2 week period.

**The biggest challenge** remains the growing numbers of persons living on the street. Helping people to stay on the streets increased their alienation and inevitably leads to chronic homelessness.

**Next year** we must help at least 853 clients to reintegrate as per Vision 2020 and spread the "Give Responsibly" message. I am convinced that real help should get a homeless person off the streets and back to family, home and community.

# About us

**As old as the Haven is**, every day we exist to work for a better future for our clients. What we do, what we aim for and how we do our work is set out in our vision, mission and method.

Our vision is that “No one should have to live on the streets”. We believe that people should live in harmony with their family, within the community or at least have a place to call home. Therefore our mission is to:

Help homeless adults  
back to a home, family  
and community.

**We believe in our mission** We try to get homeless people back to their home, family and community. With our hospitality we strive to provide our clients with the best environment possible in support of his/her social rehabilitation and self-development.

**Homeless persons entering the Haven** When a homeless person enters a Haven shelter s/he is treated as a guest dropping in. A quick visual screening will determine immediate needs especially medical needs. We may have to have the potential client settle down before a conversation about coming off the streets is initiated. A meal and

or a shower might be more important at the first contact. When we are satisfied that the guest is settled and willing to speak about the option of coming off the street a formal screening takes place and an offer of 10 days guest services at no charge is made. Haven hosts maintain calm and ensure a functional supportive environment. The manager is responsible for the quality of the hospitality and discipline.

**Social work** Our guest is informed from day one that in order to remain in the shelter from the 11<sup>th</sup> day s/he has to agree on a Personal Development Plan (PDP) with the social worker. Money is

How do we achieve our vision and mission? The Haven currently employs 115 staff members and with the help of approximately 100 volunteers we:

- Make available temporary shelter, rehabilitation opportunities, social welfare services, family reunification services, physical care and support to adults living on the streets.
- Partner and cooperate with religious institutions, welfare bodies, service providers, businesses, government departments, local authorities and individuals concerned with getting the homeless back home.
- Promote community awareness and reduce the opportunities for people to continue to live on the streets.

not a barrier to remaining in the Haven. We accept one hours' worth of work, as in household chores per day in lieu of cash for full Haven hospitality and reintegration services from indigent clients. This forms part of the restoration of dignity program. The most important thing is the commitment to following the agreed PDP which is a plan to get out of the Haven and reintegrate with family or into the community within a six month period. The client will have access to programs in and around the shelter to help him on his journey home under the guidance of the social worker.

## What is an annual report without success stories? Here is number one!

“L” Our client, a male aged 33, who was staying with his family in Tulbagh, lost his job due to drug abuse. He found work and was referred to our second phase partner shelter, The Carpenter Shop (TCS). Unfortunately he relapsed after his 1<sup>st</sup> pay cheque and absconded from TCS. He came back to us at the Haven Bellville. As part of his PDP he agreed to attend Sultan Bahu Programme which he successfully completed. In October 2014 he was referred to MES 2<sup>nd</sup> phase house. Until today he is clean for 1yr 4months and 24days. He moved into his own flat in Belhar in August 2016. #Bellville

# Vision 2020

**During the year** the Haven's management and governance have recognised that the world around us is rapidly changing. This means that the profile and needs of a homeless person have also changed. In order for the Haven to remain a sustainable, useful resource we have realised that we need to strengthen the way that we operate. Although the Haven's vision and mission remain unchanged, in order for us to better achieve our vision and mission we need to create tangible, measurable goals that we can work towards.

## Challenges

The road to 2020 will be a challenging one, however we believe that with good people around us we can make it happen.

In order to achieve our goals we need to strengthen and improve The Haven as a whole while remaining financially sustainable. During this Annual Report you will see various chapters about topics about our Vision 2020 goals including:

- Governance
- Client care and social work
- Staff and volunteer care
- Awareness generation

## Goals 2020

***Each bed at the Haven will result in 2 persons verifiably reintegrated.***

—

***Strengthening relationships in the community around our shelters where the community supports our vision and mission and in turn the shelters act as a resource to the community.***





# The Community



The dictionary defines “community” as a social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.

The Haven aims at creating an increased awareness within the community as defined in our 2020 Goals.

A community encourages a feeling of fellowship among its members. It is our intention to create communities around our shelters that are proud to be associated with the Haven and create a sense of belonging within the local communities. We aim at creating a reciprocal relationship within our communities where members of the community funds, donates and participates in the Haven activities and in return the local shelters share, interact and are a resource to the local communities.

**The Haven continues to be extremely blessed** by our donors, and receive large amounts of goods in kind donations which include but are not limited to food, clothing, toiletries, bedding and blankets. When goods in kind received is in excess of the Haven requirements these are shared with other NGO's and families in distress within the local communities around the shelters.

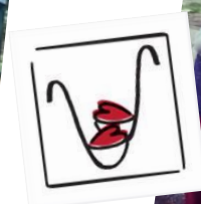
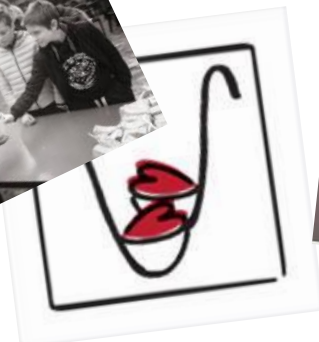
## Community outreach programs

The Haven has identified the need to engage with the homeless people around the Haven shelters in order to educate them about our vision and mission. Shelters have therefore started community outreach programs whereby the shelters invite the homeless people to come to the shelters and enjoy a wholesome meal at the shelter. During the meal the homeless person is made aware of the vision and mission of the shelter. Depending on the shelter this may be organised by the shelter staff or a partner NGO.

## Goals: Awareness

**Strengthening relationships in the community around the shelter whereby the community supports our vision and mission.**

**In turn the shelters act as a resource to the community.**



# Haven Locations



Head Office	2 Napier Str. Greenpoint	021 425 4700 081 430 6974
Bellville	2 South Str. Bellville	021 949 1939
Ceres	1 Owen Str. Ceres	023 312 1578 074 197 2344
Claremont	5 Fir Str. Claremont	021 671 4209 081 319 6965
District 6	20 Selkirk Str. District Six	021 465 1310 081 312 0594
Haven Old Age Homes	24 Dublin Str. Woodstock	021 447 7422 081 329 5235
Kalk Bay	139 Main Road Kalk Bay	021 788 5820 081 412 4034
Kensington	13th Ave. Kensington	021 593 0276

Kraaifontein	20 Van der Ross Kraaifontein	021 987 1967 081 544 0329
Moira Henderson	107 Chapel Str. Woodstock	021 461 2533 081 300 1152
Mossel Bay	3 Matfield Str. Mossel Bay	044 691 0189 081 309 5197
Napier Str.	2 Napier Str. Greenpoint	021 421 6219 081 472 4120
Paarl	5 Ambagsvallei Paarl	021 862 1812 081 326 9838
Swartland	1 Varing Str. Malmesbury	022 486 5191
Retreat	10th Ave. Retreat	021 715 0817 081 517 1262
Wynberg	16a Piers Rd. Wynberg	021 762 8243

# Partner NGO's

Solving the increasing homelessness requires courage and collaboration, the Haven works with many partners to help the homeless person back to a home, family and community.

♂ ♀	<b><u>The Carpenter Shop</u></b> 14a Roeland Street Cape Town 021 461 5508	♂ ♀	<b><u>Happy Valley</u></b> Off Palace Hill Rd Simons Town 021 786 5087	♂ ♀	<b><u>Loaves and Fishes</u></b> Chatham Road Observatory 021 448 5900	♂ ♀	<b><u>Owl shelter</u></b> 9 Polaris Road Lansdowne 021 761 0944
♂ ♀	<b><u>Nuwe Begin Skuiling</u></b> Brook Street Worcester 023 342 7920	♂ ♀	<b><u>Stellenbosch Night Shelter</u></b> 3 Tennant Street Stellenbosch 021 886 5490	♂ ♀	<b><u>Youth Solutions Africa</u></b> Cnr Russel & Chapel District 6 082 803 5820	♂ ♀	<b><u>Elim Night Shelter</u></b> 47 Third Avenue Elsies River 021 591 2824
♂ ♀	<b><u>Somerset West Night Shelter</u></b> 71 Church Street Somerset West 021 851 4984	♂ ♀	<b><u>George Night Shelter</u></b> 123 Memorium St. George 044 873 2787	♂ ♀	<b><u>The Ark</u></b> 5 Old National Rd Cape Town 072 292 4384	♂	<b><u>Oasis</u></b> Schaapskaal RD Phillipi 021 704 6815
♀	<b><u>Dust - to - Dawn</u></b> 127 Christian St. Ravensmead 021 931 3622	♀	<b><u>Cravenby Care Centre</u></b> 12 Cravenby Street Cravensby Estate 021 933 3477	♀	<b><u>Pride Shelter</u></b> 1 Molteno Rd Oranjezicht 021 423 2871	♀	<b><u>I-Themba I Am</u></b> 100 Oliver Tambo Drive, Gugulethu 076 325 9858

♂ = (fe)male 18+    ♀ = LGBT    ♂♂ = families    ♂♀ = mother - child

Together with Straatwerk and Street People Forum the Haven works on a better future for our clients. **Straat Werk** creates work opportunities for poor persons working in a cooperative space. **Street Peoples Forum** is a platform with NGO's working together in the adult street peoples sector. 021 461 5508



**Become a  
partner NGO**

**Call:**

**021 425 4700**



# Sustainable Partners

Collaborative partnerships are making the reintegration of homeless more cost effective by enabling information led interventions and better co-ordination of services.

## Sharing information

The Haven and our partners, realising the value of good quality information, are using latest available information to identify what programs and support is needed to address homelessness. We are now able to



share information that is de-identified, thus protecting the personal information of individuals. The quality of services available and our impact in vulnerable communities is under continuous review enabling adjustments as and when necessary.

## Referral of homeless people

Fieldworkers are able to prepare homeless people for their journey back home before entering the Haven shelters. The partnership with others has greatly improved on the referral service between the partners. The exchange of useful information at referral makes the experience of entering a shelter less traumatic for the client and increases the possibility of successful reintegration in the shortest possible period of time.

## Social work

Better screening processes allows our social workers to engage in a comprehensive assessment of our clients and conclude PDP's (personal development plans) which are realistic and achievable.

With improved record keeping, monitoring the progress made in the agreed Personal Development Plan activities allows The Haven to develop exit plans with our clients earlier which we believe will increase the number of verifiably reintegrated homeless persons.

We have come a long way and our impact can only increase the more functional our collaborative partnerships become.

We are increasing the assessment capacity at shelters. Most Haven shelters are already providing the assessment, follow up, PDPs and exit plans including referrals. At present the need for emergency overnight facilities remains as a gap in the service. The sector is proposing that consideration be given to create safe emergency overnight waiting rooms as and where appropriate.

## Its not only about money though.

When local supermarkets provide perishable foods on the sell by date or a hotel donates left over shampoos or used bed sheets it helps us so we don't have to buy these necessary items. Goods in kind collections at your place of work saves The Haven and is of direct benefit to our clients.

## Corporate Social Investment (CSI)

We welcome corporates wanting to nominate The Haven as a beneficiary to their CSI programmes. Should your company wish to get involved with The Haven please contact us. We will gladly present our organisation's vision, mission and method and discuss ways of working together. You could consider goods in kind collected by staff and partners. Sponsoring Identity Documents, shelter, training or transport of a homeless person on his way home. Or use the teambuilding money to improve the quality of life of homeless persons in shelters through upgrades of bathrooms, kitchens etc. It's the small things in life that makes a world of difference to a person in need. Imagine the difference a toothbrush and soap makes. Or socks and underwear... Call us, we will ensure that you make a meaningful difference.

# About Clients

**It is our vision** that no one should have to live on our streets. Our mission is to get homeless adults to a home, family and community.

In order to successfully achieve our vision and mission we need to ensure that the client care and social work services provided at shelter level are of the highest quality possible. Although very closely linked this section is split into two:

1. **Client care** – which refers to the quality of hospitality services received by the clients at our shelters
2. **Social work** – this refers to the social rehabilitation services provided to our clients by the social worker.

## Goals: Client Care

*Clients and homeless guests feel welcome and see the Haven as a first step “home”.*

—  
**The Haven hospitality environment supports high quality social work services.**

## Client Care

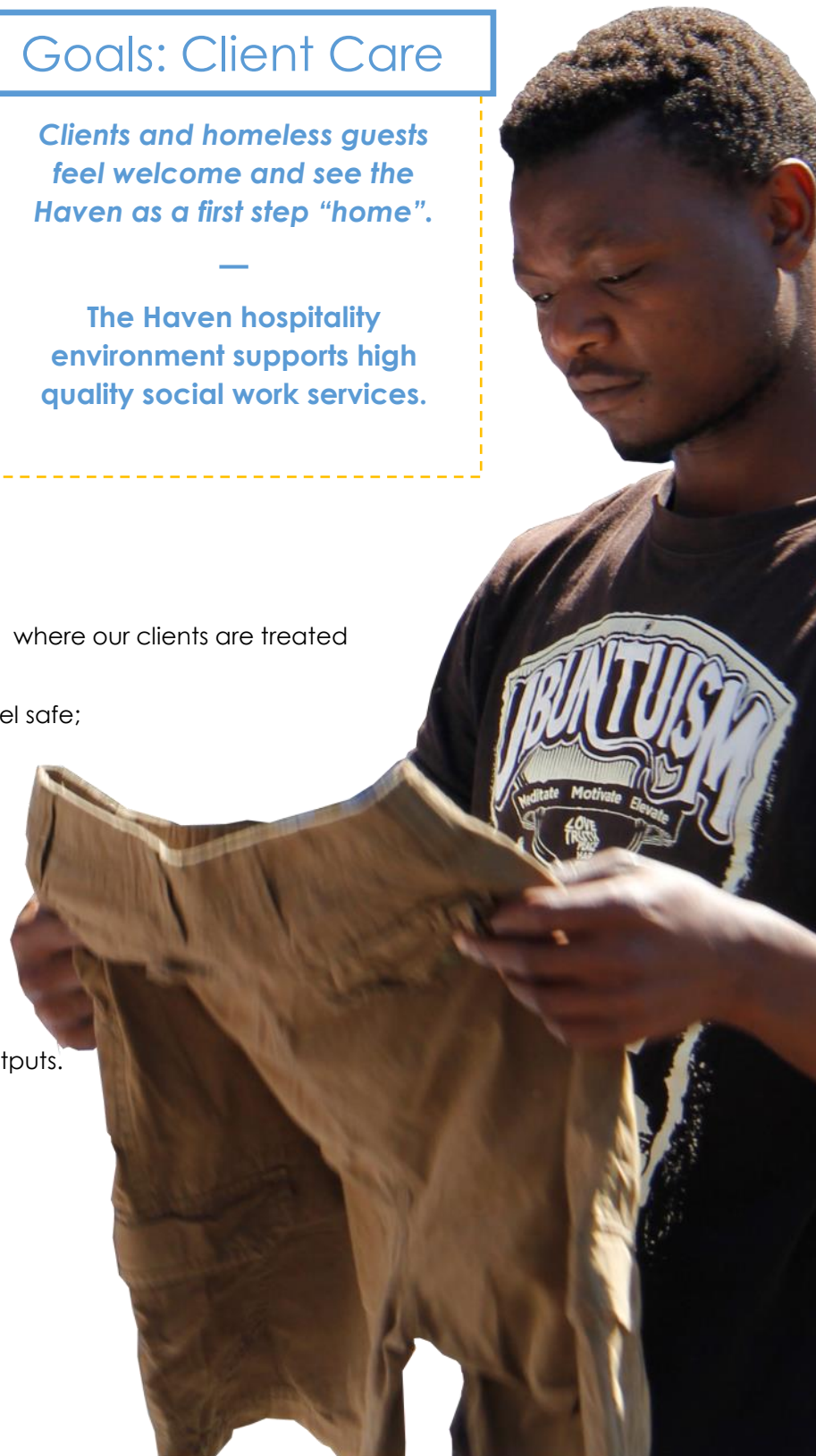
From the day a homeless person walks through our doors to the day he/she leaves we strive to provide our clients with the best environment possible in support of his/her social rehabilitation and self-development.

We therefore aim at providing:

- A warm welcome and friendly reception where our clients are treated with respect and dignity;
- A calm environment where our clients feel safe;
- A hygienic and clean facility that encourages our clients to take responsibility for their own hygiene and cleanliness;
- A well maintained facility;
- Well balanced nutritional meals based on a menu cycle;
- Recreational opportunities and activities and material in support of social work outputs.



Visit [www.haven.org.za/buyabed](http://www.haven.org.za/buyabed)



# Social work

The Haven's aim is that we will foreground social work and at each shelter we will have a social worker that is an accessible and responsive programme manager for our clients' restoration process.

Currently the Haven provides a social worker services at each of our shelters. Our social workers undertake in-depth assessments and guide their clients in construction of a Personal Development Plan ("PDP"). The clients PDP is a map of the clients expected journey through the Haven. It highlights the needs

specific to each client and the client's requirements in order to result in successful reintegration. The PDP is a working document and the client's progress is measured against the PDP and adjusted where necessary.

In our journey to 2020 we aim at providing social work that is results driven with realistic targets by utilising social work programmes. We realise that each client's needs are unique and specific, which means that no one programme will work for all our clients. In this respect we

need an excellent community profile so we can tap into the programmes offered within the community around our shelters.



## Another great success story!

Our client, a 39 year old male was homeless for twenty years. He is now happily reunified with his sister in Ludtville. On leaving he said :

*"I have never had an ID and the shelter assisted me to trace my family and now I can return to them, which is like dream. The shelter was home and a family to me and it really brought tears to my eyes, especially when I saw the ticket to go home. Thank you!"*

#Napier Street

**Franci Lemboe** joined the Haven staff in November 2015 as the Social Work Supervisor to enhance the quality of Social Work in the adult homeless sector. She is doing an excellent job overseeing the integration of SW services and standardisation of SW programs within the Adult Homeless Sector.

## Goals: Social Work

**The clients personal development plan ("PDP") is linked to a timeline of up to six months temporary accommodation.**

**Social work programs support the clients PDP needs.**

**Each bed at the Haven delivers 2 positive exits per year.**

Picture: one of the clients choosing shorts at the Street Store.

# Word from Social Work Department

The Haven Night Shelter as an organisation is blessed with 12 social workers – smaller shelters are serviced by neighbouring social workers to ensure a social work service at each Haven shelter. This means that the social work component of the Haven which is to reintegrate the homeless with their families and communities can be realised.

***“The practice of social work in South Africa is based on the developmental paradigm, which embraces the core value of developing people towards self-reliance according to their potential and strength” (unknown).***

Intensified reviewing of the social work practice has improved the level of services to clients in particular and to the Shelter communities in general.

The focus for this year was primarily on:

- ◆ A good, practical Personal Development Plan (PDP) for a stay of about 6 months for each client entering the Shelters with the main focus on reunification. The result being that most of the Shelters have exceeded the DSD's annual goal of reunifications per shelter.
- ◆ The development and implementation of a wide variety of structured programs was undertaken within the Social Work department. The team developed 5 Basic Haven Programs based on the main identified needs of the clients.

The grid below show a few of the programs implemented in the Haven Shelters.

Reunification/ reintegration	Economic/ Work related	Alcohol & Drug abuse	Health related	Skills development
Family days, Father's day Mother's day Woman's day Children's day	Job coaching Cooking cleaning gardening car washing	Substance abuse workshops; drug& alcohol programs	HIV/AIDS care, Mental Health Care	Personal development, Expressive arts e.g. beading, painting, dancing, writing.
Easter celebrations	Budget coaching	AA & NA care	Elderly Care	Recreational Programs
World Homeless Day. (10 October)	Computer training	Sultan Bahu drug rehab Programs	Walks with Elderly.	Self-awareness Goalsetting.
Games day.	Operation Hope- “banking on the future	SANCA programs	Personal hygiene.	Spiritual upliftment
Family conferences.	Street wise - “Job training”	New TIK program by UCT students.	Psycho-socio care.	Life skill camps
One on one consultations.	Labour issues Workshops		Occupational Health safety.	SHINE program by Hillsong
Christmas celebrations	CV writing, Emailing, printing		Epilepsy Day.	



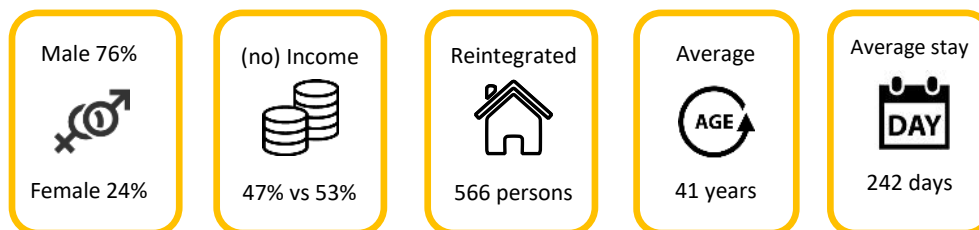
- ◆ Our Partner Shelters like The Carpenter Shop, Elim – Elsie's River, Nuwe Begin Skuiling – Worcester, Happy Valley – Simons town, Loaves & Fishes – Observatory, Somerset West Night Shelter, The Owl Shelter - Lansdowne and The Pride Shelter (a LGBTI Shelter) have all come on board and are included in DSD required Social work supervision services and program sharing. We are also starting a partnership with I AM - another LGBTI Shelter.
- ◆ We are making headway on improving hospitality by reviewing our current rules and regulations – treating the potential client as a guest for 10 days. The focus is on making the client feel welcome and at home in an atmosphere of rehabilitation. We use the 10 days to try and conclude a personal development plan (PDP) between the guest and the Social Worker. As soon as the guest concludes a PDP s/he becomes a client for up to 6 months. During the 6 months we work on helping him/her get back home.
- ◆ Shelters reach out to the communities where they are based in an effort to build good neighbourhood relationships by sharing resources in the form of:
  - a) Soup kitchens.
  - b) Ladles of love project- a cooked meal for community members once a week.
  - c) Distributing donated goods in excess of Haven requirements to the needy.
  - d) Making the Haven available for community activities.

*For the battle of our 4 year strategic plan, let us think and act positively; let us trust each other's abilities and let us be considerate towards each other and to smile and be cheerful under difficult circumstances.*

## Statistics Social Work

In 2015-2016 our organisation made some major changes in how we work and how we perceive clients. Below you can see some general statistics about our work. We directly assisted 3 000 clients during this

financial year. The average period that a client stays in the Haven is 242 days. We are working on reducing the average stay to closer to 180 days by 2020.



The average age of clients in the Haven has dropped from 48 to 41 years of age. This is likely caused by a combination of our increased efforts to help older persons to old aged homes sooner and the fact that younger people are moving onto the streets in greater numbers. The gender balance is still stable at 76% male vs 24% female. This ratio might not reflect the reality on the street though.

### Off the streets in a week!

"M" – a 45 year old female was on the street with her daughter in Bellville for a week. She sought assistance at Badisa-Parow from where her daughter was assisted into a place of safety for 90 days. After entering our shelter she found employment as a care-giver within a week of being at the shelter. We are so happy that "M" and her daughter reunited and are living together in Parow. #HavenBellville

# Governance guide

## Every organisation needs a steady hand at the helm

In order to build a relevant, strong and resilient organisation the Haven invites volunteers from the local community to join the Haven and help us deliver on our mission.

The Haven Board of Management ("BOM") is the highest decision making body. The shelter committees are accredited by the BOM as subcommittees to govern local shelters. Chairpersons of shelter committees serve on the BOM.

The goal in 2020 is to strengthen governance within the organisation to enable the local shelter committees and BOM to hold the organisation accountable and support the Haven shelters to reach their operational goals.



## Goals: Governance

**A corporate governance structure guided by the King principals.**

**Strengthened governance by skilled and trained community members.**

**A governance structure that protects the Haven vision, mission, method, policies and procedures.**

**Shelter committees ensure that the shelters operational goals are met.**

**A governance structure that question and advise.**

## BEE Client Stats

Demographic details		
Coloured	1453	48%
Black	600	20%
White	769	26%
Indian	40	1%
Foreigner	141	5%
Asian	6	0.2%

## Another blessing!

The computer room of Moira Henderson House was very old. The Muslim Hands donated 6 brand new computers. Thanks!



# Board of Management

The Haven Board of Management is the highest decision making body at the Haven. The BOM sets the policy and is custodian of the Haven Vision and Mission. The local shelter committees are sub-committees of the BOM.

The Haven BOM annually elects the Office Bearers of the Haven. The Office Bearers comprise: Chairperson, Vice-chairperson, Secretary, Treasurer and three additional members. The constitution of the Haven does not allow any person to serve for more than three consecutive years in the same position. The BOM may co-opt up to three additional members to the BOM.

Meetings are held monthly at Shelter and Board level. Quorum at Haven meetings is 50% + 1 member. Between meetings the Haven Office Bearers assume the powers and functions of the BOM to attend to matters of exigency.

## Haven Sec 6.1.2 member Nominees for direct election to the Haven Board of Management are:

Philip M. Bam *
Terence de Jongh
Brenda Coetzee *
Colleen Bailey *
Raoul Abrahamse

\*Deployed at a Haven shelter.

## Nominated for co-option:

Karel Diedericks
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## Shelter level elected members (Sec. 6.1.1 members) to the Haven Board of Management

Shelter	Board member
Bellville	Philip M Bam* (deployed)
Ceres	Francois Africa
Claremont	Nigel Christie
District Six	Leah Schaefer
Haven Homes	Piet Postema
Kalk Bay	Patricia Francke
Kensington	Colleen Bailey* (deployed)
Kraaifontein	Sybil de Koker
Moirra Henderson House	Brenda Coetzee* (deployed)
Mossel Bay	Tina Ambler-Smith
Napier Street	To be advised
Paarl	Nickey le Roux
Retreat	Michael Slingers
Swartland	Aubrey Sedemen
Wynberg	Pat Connelly
CEO ex officio	Hassan Khan



**The Haven Life members**

**Graeme Laithwaite**

**John Cupido**

# Staff & Vol. Care

Staff and Vol. care? Yes, we use that word to speak about Staff and Volunteer Care. The Haven realises that in order for us to fulfil our mission of getting the homeless back to a home, family and community we need to ensure that we have a team of staff and volunteers that are well-equipped to be able to deliver a quality service to our clients. This ultimately means that our team is well trained, motivated and experiences a high level of job satisfaction.

## Goals: Staff & Vol Care

**Our 2020 Vision for Staff and Volunteer care is that The Haven is the organisation of choice for people who would like to help adult homeless persons back to a home family and community.**

The Haven currently employs 115 staff members across our 15 shelters and head office. This excludes our volunteers which is currently 81 people involved in governance plus other volunteers and interns that volunteer their time at an operational level. The Haven recognises that without these staff and volunteers we would not be able to achieve our mission of getting the homeless back to a home, family and community. Vision 2020 objectives require us to place greater emphasis on staff and volunteer care. Human development is after all what the Haven strives for.

### Human Resources Manager

The Haven has already started on the journey to vision 2020 for staff and volunteer care. During the implementation of Vision 2020 it became very clear that we would first and foremost need to employ a staff member at the head office level to be responsible for achieving this part of Vision 2020. We immediately began the recruitment process for a Human Resources Manager. We are very excited to report that during August 2016 Sinethemba Matshaya-Dingaon joined the Haven head office team as the HR Manager for the Haven Organisation.



## Targets for successful Staff & Vol Care

- 1) The Haven has a team of trained and motivated staff, interns and volunteers that are able to effectively communicate the Haven's core values.
- 2) The Haven offers excellent working conditions:
  - a. Safe and pleasant environment
  - b. Job satisfaction is high
  - c. An employee health and wellness programme
  - d. Employees are fairly remunerated for their specific job descriptions
- 3) There is a well-defined recruitment and retention process which will result in a stable staff compliment with low staff turnover
- 4) All staff have an established career path with clear job descriptions



# Spending time Together

## The Haven Social Committee

During the 2016 year a committee of four staff members were elected and tasked with the project of organising staff social and team building outings. All for a perfect work-life balance

## A word from the social committee

The Haven social committee believes that the Haven needs to

### *“care for the carer”*

- therefore we have made it our mission to make staff feel valued and respected and in turn our staff will make our clients feel valued and respected. The social committee decided to organise a Staff Teambuilding Event and a spectacular Year End Function.

## The Haven Staff Teambuilding

Before organising the team building event the social committee set goals that we believe the Haven as an organisation would like to achieve from a staff teambuilding event and came up with the following:

- Breaking down the barriers between staff at

different shelters and staff of different job title in a fun and participative way;

- Activities that improve communication and teamwork;
- Creating respect for different personalities and cultures within the team;
- Creating a team spirit that can be taken back to the working environment for implementation in the workplace;
- Last but not least for all staff to have a FUN day out in an environment other than the work place

The Haven teambuilding event took place on 17 September 2015. It was facilitated by an external service provider. All staff were placed in randomly selected teams and had to compete in a variety of different fun events with “a minute to win it”. The day was a huge success and we believe that we managed to achieve our set goals. Staff across the Haven now have faces to go with the names and are communicating more freely with each other.



***“You can discover more about a person in an hour of play than in a year of conversation. - Plato”***



# Year End Function

In comparison to the team building event it was decided by the Haven staff that the year-end function should be a more formal event. The theme for the function was agreed to be a formal awards based evening to celebrate all the successes of the past year.

The event was held on 11 December 2015. It was an evening of thanking staff for all the hard work they put in and making them realise that without them the Haven could not achieve its mission of getting the homeless back to a home, family and community.

We can report back that the event was another success and it was amazing to see our colleagues all dressed up and enjoying some special treatment. It was heart warming to see staff connecting with

colleagues from the different Haven Shelters in the Western Cape.

As the first year of having a social committee we feel that both events have achieved the goals that we initially set ourselves and we hope to continue to build on these goals in the years to come, and by doing so we hope to contribute to the Haven achieving vision 2020 goals of being the organisation of choice for people who believe in our vision and wish to be part of our mission; helping adult homeless persons back to a home, family and community.



We celebrated staff who have been members of the Haven family for many years and presented them with certificates of long service .

## 15 years and more service to the Haven:

Nazley Rogers

Belinda Moosa

Noniphe Matomela

Lucrecia Tsotsi

Nozanele Butsheke

Yassien Harris

Sindiswa Lisa

Lola Paulse

Willemina Conrad

Nora Ndolozza

Amiena Abrahams

Edna Fouten

Russel Joubert

Lucia Petersen

Elizabeth Cloete

## 10 years and more service to the Haven:

Doreen Stevens

Sheila Jacobs

Jacqueline Beck

Hassan Khan

Leoni Smith

Latecia Galant







## *The Haven Night Shelter is looking for you!*

The community in your area can derive maximum benefit from the presence of The Haven with your participation. **You can choose to assist in Governance by serving on a Haven committee.** We require just 4 hours of your time per month. Your job is to hold the manager accountable for The Haven operations and guide us to increase impact locally. The Haven has clear policies and procedures and the manager will have the support of their colleagues in The Haven. The local knowledge that you bring will enable better partnerships and improved local level operations.

As a committee member you will not get involved in operations. Staff and other volunteers will do the driving, you do the steering and cheering! You are the referee, the job is to ensure that the game is played with The Haven rules.



**Or you can choose to work alongside The Haven staff** under the local manager. We will provide you with meaningful work, a job description and a workspace. As a volunteer you won't be paid; that is the only difference between you and any other staff member.

# Chairman's Report

**One cannot help at an occasion** like this to look back on where you started and the road you travelled to get to this point.

The environment in which NGO's must function has changed over the years. The funding environment changed; the community changed and the old values that drove people to become involved in philanthropical activity changed tremendously. Materialism is taking centre stage as corporates and those who have the money to support philanthropical institutions look for ways to increase their bottom lines. We seem to have moved from being truly community to an individualism which demands more attention to self, discarding that genuine human spirit of being my brother's keeper.

Therefore, being part of an organisation such as the Haven in these times, speaks volumes about the caring endeavour of those who have not succumbed to the spirit of serving self. It is absolutely admirable to see people still involved and committing themselves to serve others. Those servers of others will experience real joy of living as **Kahlil Gibran** puts it:

**"I slept and I dreamed that life is all joy. I woke up and I saw that life is all service. I served and I saw that service is joy"**

A society driven by service to others can stand out amongst others as world class. The individual who gives service is a world class citizen.

When we serve it must be to make a difference. It must be to be a game changer, it must be to make the world a better place for any other motive would make all the effort come to naught. It is not wealth, comfort or even the power you have that makes this world a better place and you a better person. It is the measure by which you care about how your life impacts upon others.

For this to become a reality there are some important drivers which makes service and your service endeavours become life changing for those

in need. May I suggest some of those to you:

**Value systems** must drive what you do because it determines how you do it. The value of respect for life, of respect for the dignity of others must drive what we do. This comes from deep in the soul. It is our service DNA. This comes from what we impress upon our children and those who come in contact with us.

Another important driver of service is our perception of the problems of society and the world. So many times we get lost in the blame game. We victimise people. We diminish our service by trying to blame those in need for where they find themselves. Often we fail to see the systemic causes of poverty and its subsequent consequences. We tend to want to spend too much time on the symptoms rather than the cause. Yes, there are those who work on the level of eradication of the root causes while we work on feeding the hungry, bandaging the wounded and picking up the fallen. Let our service value be driven by where we find ourselves making our contribution count. I am reminded of the words of the poet, Alfred Lord Tennyson, (1854) which might be apt here: **"Ours not to reason why, ours but to do and die"**.



**Philip Bam | Chairman**



# To serve others

**There is no greater joy** than that of being of service to others, looking out not only for yourself but for others, for all human endeavour must be to enhance the community spirit since we are all part of a great humanity. We are indeed different than the beasts of the veld who lives off each other rather than for each other.

Service to others is a divine injunction found in Holy Scriptures.

**The Torah** holds instructions for those who follow Judaism as to how to serve. Islam, for instance

teaches that Muslims must always be ready to serve and I quote from my English version of **The Noble Qu'ran** in (Chapter) Sura 3 verse 110: "you are the best people raised for mankind, you enjoin good and forbid evil.."

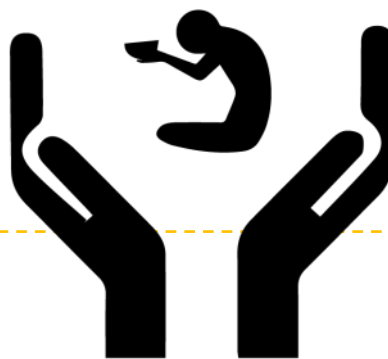
They are enjoined to "show kindness to parents, and to kindred, and orphans, and the needy, and to the neighbour that is a kinsman and the neighbour that is a stranger.."

**The Holy Bible** teaches Christians to bear one another's burdens

and in the Apostle Paul's letter to the Philippians the Bible teaches how to be of service in Philippians 2 v 3-4 : "Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourself, not looking to your own interests but each of you to the interests of the others."

**The Sikhs** are taught that "Without selfless service are no objectives fulfilled; In service lies the purest action. (*Sikhism. Adi Granth, Maru, M.1, p. 992*)

It is clear that **all faiths** have as a foundation service to God and service to others – to the neighbor within and without. Real joy and fulfilment in life lies in the way of living that says, yes, truly I am my brother's keeper.



Service must be driven by our need is not an inferior person. Once and fulfilment in service just keeps objects of pity. They need empathy, concern and care. And while I am on that topic, for our service to make a difference, we cannot look upon another human being as an object. The true people's servant sees everyone in need as a valued creation of God. That needy person carries the label "**handle with care.**"

understanding that the person in we get to understand that, our joy on growing. People in need are not

Another driver of service excellence is how we view ourselves. It is such a great pity that those who are called to serve, soon develop an arrogance of self importance. Service to others then becomes the tool to recognition and reward. Soon the reward becomes the driver and not the good of others. And that's where things can go horribly wrong. This happens mostly when people don't have a good positive view of themselves. You cannot be a server if you are in need of service yourself. Get your mind right. Get your soul right. Get to understand that if you are strong then you can make others strong. If you are constantly looking for recognition, you will destroy what others are doing. Your organization will be torn apart because there can be no greater a destructive force than the ego of an individual and even worse the combined bruised egos of people who don't understand what service is all about.

## The question is HOW am I my brother's keeper?

To the server the question is no longer: Am I my brother's keeper? The question is HOW am I my brother's keeper? It is in how we serve, the spirit in which we serve and the motivation that drives us to serve that makes us game changers in a society that is driven by selfish concern and the pursuit of material gain. It is in giving fully to that to which we commit ourselves. It is recognizing as Martin Luther King Jnr had said: "**I cannot be what I ought to be until you are what you ought to be.**" Let us use the talents we have to make this world a better place remembering that when you give of yourself, you truly give.

# CEO's Report

The 2016 financial year was really interesting for the Haven and the adult homeless sector. The Provincial Norms and Standards for adult shelters coupled with excellent monitoring and evaluation from the Department Social Development (DSD) and inter NGO collaboration has seen a visible improvement in the living conditions of the homeless clients in shelters. The Haven is placing hospitality high on the manager's agenda in the client care objective. There is still a lot to do; however, we are heading in the right direction.

Within the Haven we have refined our client registration system (CRS) and had the assistance of a student team from the University of Michigan in the USA to assess, develop manuals and set us on a sustainable path to generating quality information on client movement into, out of and between shelters. At a Governance level, we started on a journey to measure ourselves against set objectives in Social Work and Client care, Staff and Volunteer Care, Community Awareness, Governance and Finance.

The Haven mission is to help adult homeless back to a home, family and community. Our objective is to reintegrate two homeless persons for each bed in the Haven by 31 March 2020. Last year we verifiably reintegrated 566 persons into their families and communities. For the current year our target is 853 clients reintegrated. This figure will steadily rise to 1 600 reintegrated per year by 31 March 2020.

## Facts and Figures

We directly assisted 3 000 clients who slept over . The average period that a client stays in the Haven is 242 days. We are working on reducing the average stay to closer to 180 days by 2020.

The average age of clients in the Haven has dropped from 48 to 41 years of age. This is likely caused by a combination of our increased efforts to help older persons to old aged homes sooner and the fact that younger people are moving onto the streets in greater numbers. The gender balance is still stable at 76% male vs 24% female. This ratio might not reflect the reality on the street though.

## Sharing concerns as NGO

The growing homeless numbers is of great concern. In May 2015 the City of Cape Town conducted a survey and found 5 841 persons living on the streets in the areas surveyed. Within the NGO sector we have been pleading for safe spaces where adult homeless persons can go to at night as a pre-shelter response. At such a facility the homeless can be provided with a space out of the wind and rain, basic toilet facilities

and access to services to help them home. Fieldworkers in the sector could work with the vulnerable in these safe spaces to consider alternatives. We see many public spaces like the Companies Gardens, under the Flyover in District Six etc. being abandoned by Law enforcement in spite of the By-law relating to streets, public places and the prevention of noise nuisances promulgated on 28 September 2007.

As the numbers of persons living on the streets increases they become increasingly alienated from their families and over time will gradually slip into chronic homelessness. As a community we have to discourage the taking over of all public spaces and find

the courage to say no to individuals and groups who willfully take over the pavements and parks in some areas.

Once we start on the slippery slope of enforcing only some laws we will move to disrespect for all laws. This I believe encourages impunity and is a recipe for violence on our streets.

We need to find the partnerships that deal with homelessness in a humane and dignified manner.

**We have to assist the vulnerable** to make different choices and support them to come off the streets. People who willfully take over the pavement on the other hand should be addressed in terms of the by-law. Should the person persist then he should be provided an opportunity to explain himself to a magistrate in the community court. This court only deals with municipal by-law infringements and matters are settled quickly. We have NGO's working with "street people" at the courts to assist the homeless.

**Solving the increasing homelessness will require courage and collaboration.** The Haven works with many partners to help a homeless person back to a home, family and community. Please "give responsibly" helping people to stay on the streets does a great deal of harm. Homeless persons don't need money to get into a Haven Night Shelter. Thanks to the SMILE 90.4 FM "Breakfast for Beds" and the Haven's online "Buy a Bed" campaigns we offer a toiletry kit and up to 10 days guest services at no charge to homeless persons. The guest services will terminate on the 11<sup>th</sup> day, unless the person concluded a personal development plan (PDP) with our social workers. Payment from the 11<sup>th</sup> day onwards is R12 per day or one hours work per day like cooking, cleaning, access control etc. around the shelter in lieu of payment. Grant recipients pay R900.00 per month out of their R1 530 state grant. The Haven provides all of a person's needs like a bed, meals, toiletries, clothing, social work, recreation etc. to help the persons on his way to a home, family and community.

## Our shelters

The Haven operates only in the Western Cape with 11 of our 15 facilities in the City of Cape Town. The local authorities are in the main very supportive of the Haven and what we do. In Mossel Bay we co-founded a shelter with the Mossel Bay municipality. In Ceres and Swartland the municipality made buildings available to the Haven which we improved with community funding. In Cape Town the Haven mostly leases City land which we improve by constructing buildings on the City land. The flagship shelter in Retreat was funded by the NLDTF (Lotto) and still sets the standard for what a shelter should be like.



**Hassan Khan | CEO**

We regard the DSD, Donors, partner NGO's and local authorities as key partners in the effort to reintegrate homeless persons with their families and communities. We are grateful for the funding from the DSD who provides funding support for 5 of the 12 Social Workers, 1 Social Work Supervisor, Haven Head Office administration and R614 per month per bed as a Grant in Aid.

The local authorities provide the 6 kiloliters free water for every 6 beds in the local shelter as well as a rebate on property rates. In Ceres the Haven administers soup kitchens on behalf of the Municipality. In Cape Town the Haven also benefits from the City of Cape Town's Winter Readiness Response in the form of goods in kind like food, bedding and toiletries.

## Local partners

Please join the Haven as a volunteer. You could serve on a committee or work alongside our staff to fill the need to help vulnerable homeless persons to reintegrate.

**Thank you** to the Haven staff and donors for your prayers, efforts and support. Thank you to the Haven members for your concern, compassion and valuable time and guidance. We are especially grateful to our Office Bearers the Rev. Philip Bam (Chairman), Terence de Jongh (Vice-Chairperson.), Colleen Bailey (Secretary), Dereck Palmer (Treasurer), Brenda Coetzee and Francois Africa for the great work which you oversee and enable with such wisdom and compassion. We are our brother's keeper!

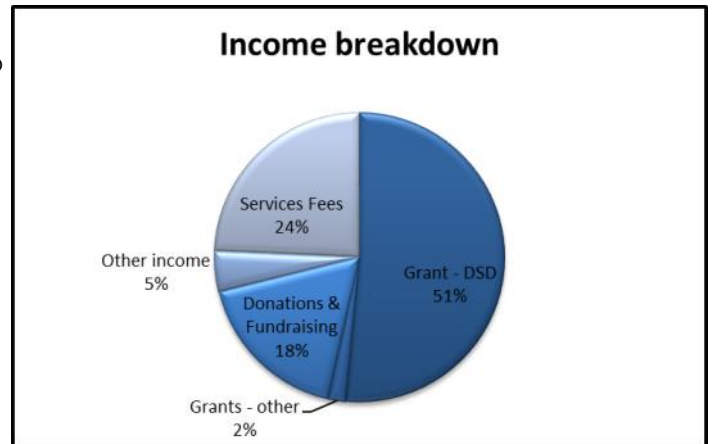
**Hassan Khan, CEO of The Haven Night Shelter Welfare Organisation**

# Treasurer's Report

In this chapter, our Treasurer Dereck Palmer will share some financial data and reflect on achievements for the financial year 2016.

## Income

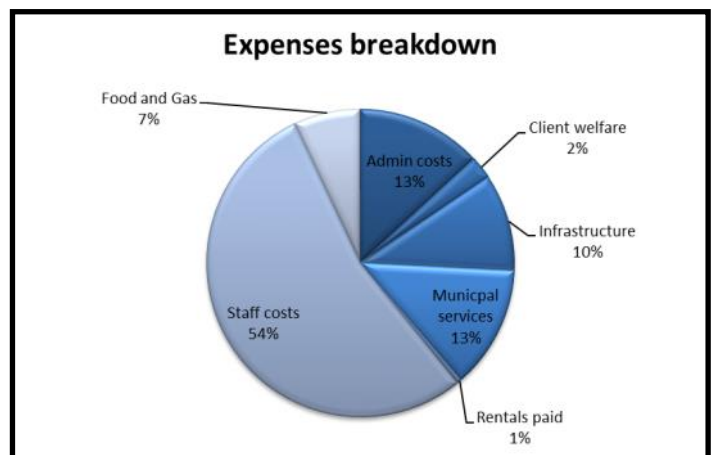
Total operating revenue for the financial year ended 31 March 2016 increased by 10% from R17.3 million to R19.0 million. The increase is mainly attributable to a 39% increase in donations and fundraising income. The Haven was blessed to receive a significant amount in bequests during the year. Aside from the bequests, the donations and fundraising income increased by 11%, to this extent we are extremely grateful to our donors who continue to support us in our vision and mission. A special thank you goes to our major funder, the Department of Social Development ("DSD"), whose funding represented 51% of the total operating revenue.



The next largest source of income was service fees received representing 24% of our total revenue. The charging of service fees remains an important part of the organisation's strategy in holding clients accountable for the services they receive. We would like to thank our clients for acknowledging and taking responsibility for their own journey. We would also like to thank the Community Chest and local authorities for their continued support in the form of grant funding.

## Expenditure

There has been good control over expenses during the year. The increase of 6%, from R20.2 million to R21.4 million, related mostly to the R1.2 million building renovations that took place at the District Six Night Shelter. The remaining operating expenses increased by 1%, a remarkable achievement considering the total bed nights utilised during the year of 314 551 increased by 3% from 305 361 in the prior year and inflation averaged 6.3% over the same period. We acknowledge the vital role that the staff have played in keeping the costs to a minimum and commend them on their efforts.



We continue to be blessed by the very generous food donations from retailers, helping us keep our food bill at an exceptionally low level. On a consolidated basis the Haven spends R4.79 on food and gas per client per day. The impact of this generosity is certainly felt and appreciated.



Thanks NLC!



### The sustainability fund

The sustainability fund, which consists of all known bequests received to date, was formed with the purpose of sustaining the organisation in the event of cash flow shortages, and thereby ensuring continuity of services.

During the year the initial cash invested grew from R10.1 million as at 31 March 2015 to R10.4 million, with an additional R0.7 million bequests received being invested. As at 31 March 2016 the total value in the sustainability fund was R11.1million. The fund also generated annuity income of R0.2 million, which was used to fund ongoing operations.

### External audit opinions

Marx Gore has completed the audit for the year and issued its audit opinions, which are attached to the various annual financial statements. No opinions are qualified beyond the usual standard disclaimer in relation to the difficulty of verifying completeness of income for each shelter, which is common with other similar organisations.

A word of gratitude to Rosanne van Reenen and the finance team for their hard work and dedication throughout the year.

**Dereck Palmer, Treasurer of the Haven Night Shelter Welfare Organisation**

## Statistics 2016



Income +10%  
2016: R19.0 m  
2015: R17.3 m



Expenditures +6%  
2016: R21.4m  
2015: R20.4m



Average cost per bed pn. +6%  
2016: R52  
2015: R49



Major Funder DSD | 51% income  
2016: R9.8m  
2015: R8.9m



# Help the homeless

*There comes a stage in the downward path of certain human beings at which point, they literally can no longer help themselves. At that point someone has to step in and give them a lift; that is what The Haven tries to do.*

Our website provides information about homelessness. Being homeless means more than not having a roof over your head. It's about not having good family connections, losing jobs, dignity. Our clients come from all stages of life; old, young, married, single, university till no education, rich and poor.

There are so many ways you can help and support. From cooking, till bequeathing your will. From being a volunteer till becoming a staff member.



## Bequest in your will

It is always a sensitive topic, to choose what we do with our belongings after we have passed. Helping The homeless is a worthy option. Leave a lasting legacy by helping the homeless people on their journey to reunite, to be a valued member of a family and community. To live a dignified life again. Please consider making a bequest to The Haven Night Shelter W.O. Your bequest will be used for our sustainability fund.

## How you can help!

### Spread the word

Have a chat with homeless adults and talk with others about what we do.

### Volunteer

We have 15 shelters where you can give your love and energy as a committee member or directly at a shelter.

### Donate

The Haven depends on gifts in goods and money.

For example; participate in the Buy a Bed campaign or ask your local shelter

## Give responsibly

Even small change keeps homeless people on the streets. Rather donate to your local shelter, old age home, creche or orphanage who deal with homeless people every day.

# Success stories

To share good memories and to know why we exist.

“Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful”

Albert Schweitzer

## Work in Qatar

“R”, our client, a male aged 29, was on the streets for a week for one week before arriving at the Haven in District Six. While staying at the Haven for four months he applied for 342 jobs, attended 24 interviews and his persistence paid off when he was offered a job in Qatar with Marriot Hotels. In “R” own words: *“The Haven was like a home away from home for me. I couldn’t have got to where I am now without all the support of the staff and friends here at the Haven who are like my second family”*. We are so proud of R’s persistence, he is now in Qatar working in a restaurant in one of the Marriot Hotels. #District6

## Desire to go home

Our client, a 45 year old male was on the streets for three months. The client left PE because of family disagreements. The shelter helped in restoring this relationship by allowing the client to call his parents at least once a week and the Social Worker also kept the family abreast of the client’s progress. The client was really home sick and often expressed his desire to go back home.

His mother called the shelter on the 29/04/2016 to say she would love for him to return home, client left for PE on 01 May 2016.

#Moirahendersonhouse

## A bow of respect



to a legend! Mevrou het basically my lewe gered van smokkelhuise en strate van Abbotsdale tot in my eie plekkie ini Wesbank.

Dit was 'n rowwe journey rerig. Moes hard werk en veg om bo uit te kom. Die jaar moes ek omtrent sterk staan maar God het sy swartskaap nie vergeetie, kyk net waar ek vandag is. Danki vir mevrou en u personeel se ondersteuning, vir die raad en alles. Dit het die verandering in my lewe net meer aangevuur. Ek is nou in my eie plekkie.

**Andries het sy lewe terug geëis en doen weer dit waarvoor hy lief is. Hang aan die kragrade....**

#Swartland

## What a blessing

Our client a 50 year old female was homeless for 15 years and came to us on 25 January 2016

In her own words, “I lived on the street for a long time and arrived at the shelter with one bag. I was brought here by Susan, (an ex-client of the Haven Napier street). She promised me that I will be helped and assisted to get my life on track. Today, I am grateful for the shelter, for they helped me with my ID, Grant and finding my sister. Now I am going to her and the staff offered to take me home. What a blessing. #NapierStreet

Stay connected: visit one of our shelters or for more information go to [www.haven.org.za](http://www.haven.org.za).

Call us on 021 425 4700 or email [info@haven.org.za](mailto:info@haven.org.za)

The Haven Night Shelter Banking details: FNB Adderly Street | Branch Code: 201 409 |

Account Number: 500 500 100 04





# Thank you

The Haven Night Shelter Welfare Organisation is very blessed with numerous individuals, organisations and institutions interested in and involved in our work. Our network is growing rapidly as homelessness affects more families and becomes more visible. Thank you from the bottom of our Haven Heart! The Haven clients, members, volunteers and staff



Become a partner of the Haven. Our way of thanking you is in the form of publications and on the internet via Facebook and our Website.